



ABSTRACT AND BIOGRAPHY

Does Earned Value Management Really Measure Project Performance?

JPL's Program Business Management Division has been proactively addressing NASA HQ's emphasis on life-cycle cost/schedule performance and the importance of maintaining project cost targets. JPL assembled a small group of experienced Earned Value Management professionals and took its newly achieved EVM certification to the next level by developing, implementing, and institutionalizing performance assessments at JPL.

This detailed cost and schedule analysis, including S-curves, CPI/SPI trends, burn rate analysis, risk analysis, and other performance analysis, resulted in a comprehensive Independent Performance Assessment that provides a forecast of the financial "path" projects are on based on performance metrics, financial trends, and risk analysis.

The IPA has proven to be an accurate predictor of cost and schedule performance and has become a useful tool in forecasting project estimates at completion. This presentation will describe the approach and methodologies utilized to develop performance assessments and how this information is used by JPL and its customers.

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Kevin Endo is the Section Manager of Project Cost Analysis at Jet Propulsion Laboratory in Pasadena, California. In this capacity, Mr. Endo is responsible for independent performance analysis and assessments, cost management implementation, and Earned Value Management surveillance.

Prior to this position, Mr. Endo served as the Manager of the Performance Assessment & Analysis Office, Business Manager in the Cost Estimating & Pricing Section, and Project Business Manager of the Deep Space Mission System. Mr. Endo came to JPL from Lockheed Martin (Aeronautics) where he served in management positions of increasing responsibility in Project Business Management, Financial Planning & Controls, and Cost Accounting.

Mr. Endo earned his B.S. in Business (Finance) from University of Southern California and M.B.A. from Pepperdine University.